

		<h1>SYLLABUS</h1>	<p>Rev. 5 19.05.15 Direzione Accademica</p>
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PALAZZI FLORENCE ASSOCIATION FOR INTERNATIONAL EDUCATION
FLORENCE UNIVERSITY OF THE ARTS
FAST - SCHOOL OF FASHION AND ACCESSORY STUDIES AND TECHNOLOGY (FT)

Format revised 2015
 Syllabus revised 2020

SCHOOL OF FASHION AND ACCESSORY STUDIES AND TECHNOLOGY
 DEPARTMENT OF FASHION COMMUNICATION AND PUBLISHING
COURSE TITLE: FASHION BUSINESS IN ITALY
COURSE CODE: FTFCFB300

3 Semester Credits

1. DESCRIPTION

This course aims to discuss the complex art of operating fashion businesses in Italy. Topics addresses the dynamics of interacting with designers, buyers, and retail managers, and identify effective ways of conducting negotiations, solving issues, and closing a deal. Coursework will give students a significant exposure to the world of fashion in Italy by analyzing both its rich panorama made up of traditions, humble origins, and the current multinational brands dominating the international market.

2. OBJECTIVES

In this course students:

- Explore the history of the Italian fashion business scene
- Know major keys, figures, and personalities characterizing the history of the Italian fashion business scene
- Understand the structure and functioning of the Italian fashion business scene – from local workshops to big-sized enterprises
- Analyze the Italian fashion business scene from small-sized to big-sized enterprises
- Benchmark the Italian fashion market with the European, American, Asian and emerging fashion business scenes
- Acquire and employ a professional vocabulary pertaining the fashion business

3. REQUIREMENTS

There is no pre-requisite for this course

4. METHOD

This course consists of lectures, class discussions, and site visits within the local community. Mediums for instruction used will include, but are not limited to, interactive and hands-on activities which challenge thought processes, academic texts and studies, videos, slides, guided problem solving, and experiential and/or field learning activities where applicable.

An asset of the program is the opportunity to showcase student work at FLY, the non-profit retail store of FAST, alongside professional emerging designers based in Italy. All works produced by students will be featured with garment specifications, photographed, and published for promotion on school websites. Garments will undergo a selection process for in-store and classroom placement. Furthermore, FAST experiential learning and internship students will then utilize these items to create window displays and other special installations throughout the season. **For this reason, it is not possible for students to take garments, accessories, and the like home upon course completion.** In the event that a garment is sold, all profits will go toward FUA scholarship funds for future FAST students.

5. TEXT BOOK – FURTHER READINGS – RESOURCES

TEXT BOOK

Lupi, I. and Kihlgren, S. *The Style Engine*, (The Monacelli Press: 1998), New York

The Textbooks are pre-ordered and available at: Paperback Exchange in Via delle Oche 4r or laFeltrinelli Via dei Cerretani 40R. Textbooks may also be available for purchase online or in e-book format.

The text book is mandatory for successful completion of the course.

Where applicable, additional materials, handouts and/or notes will be provided by the instructor.

LIBRARIES IN FLORENCE

The FUA library is located in Corso Tintori 21. Please consult the posted schedules for official opening times. Also note that the library is for consultation only and it is not possible to borrow materials. The library is equipped with a scanner and internet access so that you may save or email a digital copy of the pages needed.

Students may also utilize additional libraries and research centers within the local community:

Biblioteca Palagio di Parte Guelfa

Located in Piazzetta di Parte Guelfa between Piazza della Repubblica and Ponte Vecchio. Please consult the library website for hours of operation: http://www.biblioteche.comune.fi.it/biblioteca_palagio_di_parte_guelfa/

Biblioteca delle Oblate

Located in via dell'Oriuolo 26. Please consult the library website for hours of operation: www.bibliotecadelleoblate.it

The Harold Acton Library at the British Institute of Florence

Located in Lungarno Guicciardini 9. Please consult the library website for hours of operation. This library requires a fee-based student membership. For information: www.britishinstitute.it/en

6. FIELD LEARNING

Please consult your Official Registration for any mandatory field learning dates. Field Learning Activities cited in Official Registrations are an integral part of the course and also include an assignment that counts towards your final grade, details will be provided on the first day of class.

7. COURSE MATERIALS

No additional course materials are necessary.

8. COURSE FEES

Course fees cover course-related field learning activities, visits, and support the instructor's teaching methodologies. Book costs are not included in the course fee. The exact amount will be communicated by the instructor on the first day of class.

9. EVALUATION – GRADING SYSTEM

10% Attendance

10% Participation 20% Assignments (active participation and in-class activities)

20% Midterm Exam / Field Learning Project (if applicable) / Special/Research Project (if applicable)

25% Final Exam

15% Final Project

A = 93-100 %, A- = 90-92%, B+= 87-89%, B = 83-86%, B-=80-82%, C+ = 77-79%, C=73-76%, C-=70-72%, D = 60-69%, F= 0-59%, W = Official Withdrawal, W/F = Failure to withdraw by the designated date.

10. ATTENDANCE – PARTICIPATION

Academic integrity and mutual respect between instructor and student are central to the FUA academic policy and reflected in the attendance regulations. Student presence is mandatory and counts toward the final grade.

On the **second absence** the attendance and participation grade will be impacted. Please note that missing certain field learning activities may count for more than one absence.

On the **third absence** the instructor may lower the final grade by one letter grade. (Example: Final grade average of 93% or A will become a B).

The fourth absence constitutes automatic failure of the course. Students with excessive absences will be asked to withdraw with a W (if before the deadline) or leave the course with a WF.

Late Arrival and Early Departure

Arriving late or departing early from class is not acceptable. Two late arrivals or early departures or a combination will result in an unexcused absence. Travel is not an exceptional circumstance.

Travel (or delays due to travel) is NEVER an excuse for absence from class.

It is always the student's responsibility to know how many absences he or she has in a course. If in doubt, speak with your instructor!

Participation: Satisfactory participation will be the result of contributing to class discussions by putting forth insightful and constructive questions, comments and observations. Overall effort, cooperation during group work, proper care of work space and tools, responsible behavior, and completion of assignments will be assessed. All of the above criteria also apply to Field Learning and site visits.

11. EXAMS – PAPERS – PROJECTS

Example of how exams, papers, and projects are detailed and graded:

The **Midterm** exam accounts for 20% of the final course grade. For exam time and date consult the course addendum. **The time and date of the exam cannot be changed for any reason.**

Format: the exam is divided into three sections:

- Part I: Multiple choice questions
- Part II: Short-answer questions (concise explanations, main ideas, key words, names, etc.)
- Part III: Essay questions (based on content, vocabulary, detail, etc.)

The final **Project** accounts for 15% of the course grade.

- Format: topic, length, guidelines, and due date will be provided by instructor on MyFua
- Material for research will be available in the FUA Library in Corso Tintori 21.

The **Final** exam accounts for 25% of the final course grade. For exam time and date consult the course addendum. **The time and date of the exam cannot be changed for any reason.**

Format: the exam is divided into three sections:

- Part I: Multiple choice questions
- Part II: Short-answer questions (concise explanations, main ideas, key words, names, etc.)
- Part III: Essay questions (based on content, vocabulary, detail, etc.)
- The Final Exam is cumulative

12. LESSONS

Lesson 1	
Meet	In class
Lecture	<ul style="list-style-type: none"> • Course presentation: syllabus, objectives, course material, assignments, and grades • Fashion business in Italy: history, trends, and personalities – an overview • The fashion business in Italy: figures, business categories, players, geographies, and channels <p>In-class activity: Research on the Italian fashion business scene</p>
Objectives	<ul style="list-style-type: none"> • Explore the history of the Italian fashion business • Know major trends, personalities, and players characterizing the history of the Italian fashion business • Observe and analyze major figures characterizing the Italian fashion business market - figures, business categories, players, geographies, and channels • Develop a technical vocabulary pertaining the fashion industry – with a focus on the Italian market
Readings/ Assignments	<p>Read Lupi, I. and Kihlgren, S. <i>The Style Engine</i>, 154-176</p> <p>Read “How Italy is Built on Fashion” on <i>Google Arts & Culture</i> (Link)</p> <p>Read “How Italy Became a Powerhouse in the Fashion Industry” on <i>FastCompany</i> (Link)</p> <p>Read the ‘Fashion’ section in “Consumer Market Italy M&A Trends” on <i>Pwc</i> (Link)</p> <p>Assignment: in reference to the lecture and the assigned readings for the week, write a short reflection paper (300-500 words) expressing your ideas on the Italian fashion business scene – focusing on the history, trends, players, figures, and future perspectives (to be completed by lesson 2)</p>

Lesson 2	
Meet	In class
Lecture	<ul style="list-style-type: none"> • Class check-point: discussion on the in-class activity and assignment from lesson 1 • From the big market to the designer – an overview • The role of the designer in the Italian fashion industry: history, trends, icons • The impact of the designer in the Italian and international fashion business scenes – case studies analysis

	In-class activity: Research on Italian fashion designers
Objectives	<ul style="list-style-type: none"> • Understand the historical, visual, and business importance of a fashion designer – in the broader Italian fashion business scene • Explore the history, trends, and fashion personality of iconic Italian fashion designers • Analyze key case studies to understand the importance of fashion designers in the international fashion business scene • Acquire technical, visual, and business vocabulary to fully contextualize fashion business cases
Readings/ Assignments	<p>Read “The 12 Women Who Have Changed Italian Fashion” on <i>Forbes</i> (Link)</p> <p>Read Lorenzo Zanni, “Managing Brands and Organizations in the Italian Fashion Business: the Gucci Case Study” (Power Point Presentation), <i>Università degli Studi di Siena</i> (Link)</p> <p>Read “The Designer Organization: Italy’s GFT Goes Global” on <i>Harvard Business Review</i> (Link)</p> <p>Read “5 Fashion Designers From Florence You Should Know” on <i>Culture Trip</i> (Link)</p> <p>Assignment: identify an Italian fashion designer (not covered in class) and, in a short reflection paper (200-350 words), analyze what the impact his/her visual, aesthetic, productive, and ethical model has on the brand s/he works for/heads (to be completed by lesson 3)</p>

Lesson 3	
Meet	In class
Lecture	<ul style="list-style-type: none"> • Class check-point: discussion on the in-class activity and assignment from lesson 2 • The Italian fashion business structure – an overview • From local workshops to global fashion producers: history, trends, and business models of the Italian fashion business scene • Buyers and retail managers: role, functions, operations • Buyers and retail managers in the Italian fashion business scene – case studies analysis
Objectives	<ul style="list-style-type: none"> • Understand the structure and operations of the Italian fashion business scene • Know major fashion professionals’ roles, functions, and operations – with a focus on the Italian fashion market • Comprehend the importance of buyers and retail managers within the fashion business scene – with a focus on the Italian buying and retail management segments
Readings/ Assignments	<p>Read “Italian Brands Style a Business Model” on <i>The New York Times</i> (Link)</p> <p>Read “Made in Italy: State of the Art and Key Challenges” by Luana Carcano and Gabriella Lojaco (Link)</p>

Lesson 4	
Meet	In class
Lecture	<ul style="list-style-type: none"> • The Florentine fashion workshop: history, trends, and future perspectives – an overview • Iconic Florentine fashion workshops – case studies analysis (the Instructor may organize a studio visit at some of the city’s most iconic fashion workshops) <p>In-class activity: Case study analysis of fashion workshops - in reference to the case studies covered in class, students will be assigned (or choose) a fashion workshop for analysis</p>

Objectives	<ul style="list-style-type: none"> • Study the Florentine fashion workshop • Comprehend the business, operational, and historical position of a Florentine fashion workshop within the wider Italian fashion business scene • Analyze iconic Florentine fashion workshops – history, trends, and future perspectives • Explore the Florentine (and Italian) fashion business scene
Readings/ Assignments	<p>Read “Meet the Italian Makers of Luxury” in <i>The New York Times</i> (Link)</p> <p>Read “How These Two Entrepreneurs Promote Artisans in Italy” on <i>Forbes</i> (Link)</p> <p>Read “The Last of the Leather Artisans in Florence: Cuor di Pelle” on <i>Italy Magazine</i> (Link)</p> <p>Read Lupi, I. and Kihlgren, S. <i>The Style Engine</i>, 100-109</p> <p>Assignment: in a short reflection paper, analyze the assigned case study from a business perspective – size, location, history, target client(s), business model, perspectives and challenges (300-500 words, to be completed by lesson 5)</p>

Lesson 5	
Meet	In class
Lecture	<ul style="list-style-type: none"> • Class check-point: discussion on the in-class activity and assignment from lesson 4 • The (fashion) artisan meets the market – an overview • The designer-buyer-retail manager chain: stages, operations, and production challenges • From a local center to a g-local phenomenon – investigating iconic fashion workshops become global (the Instructor may organize a studio visit at some of the city’s most iconic fashion workshops)
Objectives	<ul style="list-style-type: none"> • Understand the connection between the Italian fashion workshop and the wider fashion business scene • Visualize the fashion production chain – from the fashion workshop to the retail manager perspective • Analyze successful fashion business models – from workshops to big distribution channels • Study the idea of ‘g-local’ from a fashion perspective
Readings/ Assignments	Read “Why You Should Visit an Artisan Workshop on Your Next Trip to Italy” on <i>Forbes</i> (Link)

Lesson 6	
Meet	In class
Lecture	<ul style="list-style-type: none"> • From local workshops to small enterprises – an overview • Small-sized fashion enterprises: major players, structure, and functioning • Small-sized fashion enterprises from the designer, buyer, and retail manager perspective (the Instructor may organize a studio visit to some of the city’s most iconic fashion small-sized fashion enterprises) • Italian small-sized fashion enterprises – case studies analysis <p>In-class activity: analysis of the operational and managerial features of a small-sized fashion enterprise</p>
Objectives	<ul style="list-style-type: none"> • Understand the differences between artisanal workshops and small-sized fashion enterprises • Comprehend the managerial, procedural, and productive functioning of Italian small-sized fashion enterprises • Analyze referential Italian small-sized fashion enterprises • Acquire and develop technical and professional vocabulary pertaining to the

	fashion industry
Readings/ Assignments	<p>Read Lupi, I. and Kihlgren, S. <i>The Style Engine</i>, 184-190</p> <p>Read “The Italian System for Fashion” on <i>Ashley E. Davidson</i> (Link)</p> <p>Assignment: in reference to the case studies analyzed in class, identify an Italian small-sized fashion enterprise and in a short reflection paper (250-400 words) describe what operational and managerial features characterize it (to be completed by lesson 9)</p>

Lesson 7
MIDTERM EXAM

Lesson 8
Break

Lesson 9	
Meet	In class
Lecture	<ul style="list-style-type: none"> • Class check-point: discussion on the in-class activity from lesson 6 • From small sized to medium sized enterprises – an overview • Medium-sized fashion enterprises: major players, structure, and functioning • Medium-sized fashion enterprises from the designer, buyer, and retail manager perspective (the Instructor may organize a studio visit to some of the city’s most iconic fashion medium-sized fashion enterprises) • Italian medium-sized fashion enterprises – case studies analysis <p>In-class activity: analysis of the operational and managerial features of a medium-sized fashion enterprise</p>
Objectives	<ul style="list-style-type: none"> • Comprehend the differences between small-sized and middle-sized fashion enterprises • Visualize and analyze the managerial, procedural, and productive functioning of Italian medium-sized fashion enterprises • Identify and analyze referential medium-sized fashion enterprises • Employ technical and professional vocabulary pertaining to the fashion industry
Readings/ Assignments	<p>Read “The 10 Startups Redefining Italian Fashion” on <i>Forbes</i> (Link)</p> <p>Assignment: in reference to the case studies analyzed in class, identify an Italian medium-sized fashion enterprise and in a short reflection paper (250-400 words) describe what operational and managerial features characterize it (to be completed by lesson 10)</p>

Lesson 10	
Meet	In class
Lecture	<ul style="list-style-type: none"> • Class check-point: discussion on the in-class activity and assignment from lesson 10 • From medium to large-sized enterprises – an overview • Large-sized fashion enterprises: major players, structure, and functioning • Large-sized fashion enterprises from the designer, buyer, and retail manager perspective (the Instructor may organize a studio visit to some of the city’s most iconic fashion large-sized fashion enterprises) • Italian large-sized fashion enterprises – case studies analysis <p>In-class activity: analysis of operational and managerial features of a large-sized fashion enterprise</p>
Objectives	<ul style="list-style-type: none"> • Compare medium and large-sized Italian fashion enterprises

	<ul style="list-style-type: none"> • Consider the managerial, procedural, and productive functioning of Italian large-sized fashion enterprises – from a comparative perspective • Analyze referential large-sized fashion enterprises • Employ technical and professional vocabulary pertaining the fashion industry
Readings/ Assignments	<p>Read “20 Companies Dominate the World’s Fashion Industry” on <i>Business Insider</i> (Link)</p> <p>Consult “Global Powers of Luxury Goods 2019” on <i>Deloitte</i> (Link)</p> <p>Assignment: in reference to the case studies analyzed in class, identify an Italian large-sized fashion enterprise and in a short reflection paper (250-400 words) describe what operational and managerial features characterize it (to be completed by lesson 11)</p>

Lesson 11	
Meet	In class
Lecture	<ul style="list-style-type: none"> • Class check-point: discussion on the in-class activity and assignment from lesson 10 • Italian large-sized fashion enterprises II – the Instructor may organize a guest lecturer visit/a visit to a large-sized fashion enterprise/a film projection showcasing a large-sized Italian fashion enterprise followed by an in-class discussion
Objectives	<ul style="list-style-type: none"> • Consolidate the understanding and functioning of Italian big-sized fashion enterprises • Explore and analyze successful case studies – of Italian fashion large-sized enterprises • Discuss the visual, managerial, productive, and historical features characterizing iconic Italian large-sized fashion enterprises
Readings/ Assignments	Read Lupi, I. and Kihlgren, S. <i>The Style Engine</i> , 200-210

Lesson 12	
Meet	In class
Lecture	<ul style="list-style-type: none"> • The Italian and the world’s fashion business scenes – an overview • Comparative markets I: the Italian and the European fashion business scenes • Comparative markets II: the Italian and the American fashion business scenes • Comparative markets III: the Italian and the Asian fashion business scenes • New emerging markets, partners, and business challenges
Objectives	<ul style="list-style-type: none"> • Understand the position of the Italian fashion business scene from a global perspective • Acquire a comparative model to contextualize and benchmark business markets • Critically analyze fashion business markets – in reference to the Italian market • Identify key figures, players, and variables characterizing the Italian and international fashion business scene
Readings/ Assignments	<p>Read “Italian Fashion industry Revenue Grows 2.5% in 2017, Driven by Experts” on <i>Fashion Network</i> (Link)</p> <p>Read “Fashion and High-end Industries in the EU” on <i>European Commission</i> (Link)</p> <p>Read “Global Fashion Industry” on <i>Fashion United</i> (Link)</p>

Lesson 13	
Meet	In class
Lecture	<ul style="list-style-type: none"> • From tradition to technology: new trends and technologies in the Italian fashion business scene – an overview

	<ul style="list-style-type: none"> • The impact of technology on the Italian fashion scene: overview, cases, perspectives • Sustainability and best practices in the Italian fashion scene – case study analysis • Social media, e-market, and new trends in the Italian fashion business scene – case studies and discussions
Objectives	<ul style="list-style-type: none"> • Explore future trends, technologies, and perspectives on the Italian fashion scene • Understand the impact of technology on the Italian fashion scene • Analyze iconic case studies to understand and discuss the future of the Italian fashion business scene • Elaborate critical considerations on the future of the Italian fashion business scene • Explore different channels and media to understand the future of Italian fashion
Readings/ Assignments	<p>Read “With Drest, Digital Clothing is one Step Closer to Mainstream” on <i>Vogue Business</i> (Link)</p> <p>Read “Italian Luxury Brands Need to Scale Up” on <i>Italian Business & Investment Initiative</i> (Link)</p> <p>Read “The Future of Italian Brands: a Perspective on Talent and Succession” on <i>MBS</i> (Link)</p>

Lesson 14	
Meet	In class
Lecture	<ul style="list-style-type: none"> • In-class presentation • General review
Objectives	<ul style="list-style-type: none"> • Present a personal project – pertaining the Italia fashion business scene • Employ technical and professional terms pertaining the fashion industry • Demonstrate elements of visual, comparative, and critical sensitivity
Readings/ Assignments	Review the course material (see the Readings session)

Lesson 15	
Meet	In class
Lecture	FINAL EXAM